



## Mark Twain Medical Center

### Community Benefit 2016 Report and 2017 Plan



## A message from

Bob Diehl, president and CEO of Mark Twain Medical Center and William Griffin, MD, Chair of the Dignity Health Mark Twain Medical Center Corporate Board.

Dignity Health's comprehensive approach to community health improvement aims to address significant health needs identified in the Community Health Needs Assessments that we conduct with community input, including from the local public health department. Our multi-pronged initiatives to improve community health include financial assistance for those unable to afford medically necessary care, a range of prevention and health improvement programs conducted by the hospital and with community partners, and investing in efforts that address social determinants of health.

Mark Twain Medical Center shares a commitment to improve the health of our community, and delivers programs and services to achieve that goal. The Community Benefit 2016 Report and 2017 Plan describes much of this work. This report meets requirements in California state law (Senate Bill 697) that not-for-profit hospitals produce an annual community benefit report and plan. We are proud of the outstanding programs, services and other community benefits our hospital delivers, and are pleased to report to our community.

In fiscal year 2016 (FY16), Mark Twain Medical Center provided \$9,746,920 in patient financial assistance, unreimbursed costs of Medicaid, community health improvement services, and other community benefits. Including the unreimbursed costs of caring for patients covered by Medicare, the hospital's total community benefit expense was \$16,215,594.

Dignity Health's Mark Twain Medical Center Corporate Board of Directors reviewed approved and adopted the Community Benefit 2016 Report and 2017 Plan at its October 27, 2016 meeting.

Thank you for taking the time to review our report and plan. If you have any questions, please contact us at 209.754.3521

Bob Diehl

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President/CEO

William Griffin, MD

A handwritten signature in black ink that appears to read "William Griffin".  
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Chairperson, Board of Directors

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## EXECUTIVE SUMMARY

Mark Twain Medical Center (MTMC), founded in 1951, is located at 768 Mountain Ranch Road, San Andreas, CA. It became a member of Dignity Health, formerly Catholic Healthcare West, in 1996. The facility is a not-for-profit, 25-bed Critical Access Hospital serving all of Calaveras County, California. Over 300 employees provide the necessary services.

The hospital's services include 24-hour Emergency Services; Inpatient/Outpatient Surgery; Intensive Care Unit; Medical and Surgical Units; General X-ray, Ultrasound, Mammography, CT Scan, MRI and Nuclear Medicine; Respiratory Therapy Services; Cancer/Infusion Center; Orthopedic Center, Gastroenterology Center, Physical Therapy Services; Inpatient Skilled Rehabilitation; Full Service Clinical Lab; Cardiac & Pulmonary Rehabilitation; and Health Education.

MTMC's affiliated medical staff provide Family Practice, Allergy, Alternative Medicine, Hematology, Internal Medicine, Pathology, Psychology, Pediatrics, Gastroenterology, Gynecology, Orthopedic Surgery, General Surgery, Oncology, Ophthalmology, Orthopedic Surgery, Urology, Podiatry, Allergy, Behavioral Health, Dermatology, Radiology, Anesthesiology, Neurology, Pain Management, Emergency Medicine, Cosmetic and Reconstructive Surgery, Cardiology and Pulmonary Medicine.

Access to care in the county is further supported by five MTMC's Clinics located in Arnold, Angels Camp, Copperopolis, San Andreas, and Valley Springs. Services at these Ambulatory Centers include Immediate Care, Primary Care, Behavioral Health, Occupational Health, Pediatrics, General X-ray, Laboratory Draws and Health Education. Additionally, MTMC now also operates four Specialty Care Centers: in Angels Camp for Orthopedics and in San Andreas on the Medical Center campus for Cancer and Infusion Therapy, and Gastroenterology Specialty Care.

In the rural environment of our community, small business, agencies and the hospital partner to provide various events throughout the year that are focused on promoting the health of the community, enhancing quality of life for the residents and showcasing the unique history and natural wonders of our environment. Based on the prioritized health need of the community, a specific focus has been on women's health issues and primary care and prevention.

The significant community health needs that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA), which is publicly available at [marktwainmedicalcenter.org](http://marktwainmedicalcenter.org). Additional detail about identified needs, data collected, community input obtained, and prioritization methods used can be found in the CHNA report.

The 2014 CHNA executive summary focuses on:

Major concerns for Calaveras County center on the economy, child immunizations, childhood obesity, and motor vehicle deaths which are three times higher than the state. Given the hospital's capabilities and limited resources, it is not directly addressing the needs of economy and motor vehicle deaths.

In FY17, Mark Twain Medical Center will continue with numerous actions to help address identified needs. These included:

## **Poor Access to Primary and Preventive Care**

- For RHC patient population continue to improve provider compliance of primary prevention measures for diabetes management (HgA1C) and enhancement of nutritional counseling. Continue to promote and improve the health status and quality of life of the community by partnering with others and serving the poor and disenfranchised
  - Continue to work with the HealthCare District and other community stakeholders to review the 2014 Community Needs Assessment and identify the key issues to maximize the quality of the health initiatives.
- Evaluate opportunities for health improvement / addressing the health care needs of the elderly.
  - Re-admission rates at target
  - Participation in Chronic Disease Management classes increased by 10% by FYE 2017
  - HEDIS rates for HgA1C rates in RHCs

## **High Prevalence of and Disparities in Chronic Health Conditions**

- Reduce health disparities by addressing diabetes, COPD, and CHF among the general population with disproportionate unmet health-related need.
  - Continue to collaborate with Public Health on community education.
  - Enhance participation in Chronic Disease Management classes by 10% by FYE 2017 (baseline FYE16)

## **Low participation for child immunizations and high child obesity rate**

- Evaluate opportunities for health improvement / addressing the health care needs for children.
  - Currently, MTMC is working with the Calaveras Unified School District (CUSD) and the Mark Twain Health Care District (MTHCD) to support the 'Creating Healthy and Sustainable Systems in Schools/Society (CHASSIS).'
  - This program will be incorporated into the schools Board Policies, and School Site Plans. This new enriched program will include garden based nutrition education for preschool thru 12<sup>th</sup> grade. Health Education and Physical Education. Thus creating a Healthy School Food Environment and improving the socio-economic and food access issues in the schools of CUSD.

The significant community health needs identified are: to continually improve the quality of health and health care for county residents by providing accurate and reliable information to community members and health care providers; raise awareness of health needs, changing trends, emerging issues, and community challenges; and provide research-based data for the hospital and the community to continue strategic planning efforts. The focus of the assessment is on health and the major factors that impact health, such as the economy, public safety and the natural environment. When compared to state National averages, community issues identified in the assessment reveal a higher percentage of children in Calaveras County who meet the definition of obesity; rates of child immunizations are lower, and motor vehicle accidents that are higher than the state averages. 53.2% of CUSD students receive free and reduced lunches. (All six elementary schools and the middle school are over 50%). 33% of Calaveras County students were defined as overweight or obese according to the federal definition. Only 35% of 5<sup>th</sup> graders, 48% of 7<sup>th</sup> graders, and 41% of 9<sup>th</sup> graders met all physical fitness standards.

For FY17, the hospital plans to continue FY16 programs.

The economic value of community benefit provided by Mark Twain Medical Center in FY16 was \$9,746,920, excluding unpaid costs of Medicare in the amount of \$6,468,674.

This document is publicly available at [marktwainmedicalcenter.org](http://marktwainmedicalcenter.org), and hard copies have been distributed to all local partners including, the Public Health Department, The Human Resource Council, The Calaveras Sheriff's Office, The Calaveras Chamber of Commerce, The Volunteer Center, Calaveras Unified School District, Bret Harte Union School District Office and First Five.

Written comments on this report can be submitted to the Mark Twain Community Benefits Department or by e-mail to [nicki.stevens@dignityhealth.org](mailto:nicki.stevens@dignityhealth.org).

# MISSION, VISION AND VALUES

## Our Mission

The mission of Mark Twain Medical Center is to improve the health of our greater community by providing quality health care services, exceeding the expectations of those we serve.

## Our Vision

To become one of the top 100 Critical Access Hospitals in the country through the achievement of our Pillars of Excellence.

## Our Values

We achieve the mission through our core values of dignity, collaboration, justice, stewardship and excellence, as are seen in the following principles:

1. Continuous improvement of the quality of care delivered
2. Access to care for all
3. Respect for the individual
4. Working with others towards common goals
5. Fostering a sense of family and community
6. Employee development and recognition

## Hello humankindness

After more than a century of experience, we've learned that modern medicine is more effective when it's delivered with compassion. Stress levels go down. People heal faster. They have more confidence in their health care professionals. We are successful because we know that the word "care" is what makes health care work. At Dignity Health, we unleash the healing power of humanity through the work we do every day, in the hospital and in the community.

*Hello humankindness* tells people what we stand for: health care with humanity at its core. Through our common humanity as a healing tool, we can make a true difference, one person at a time.

## OUR HOSPITAL AND OUR COMMITMENT

Mark Twain Medical Center (MTMC), founded in 1951, is located at 768 Mountain Ranch Road, San Andreas, CA. It became a member of Dignity Health, formerly Catholic Healthcare West, in 1996. The facility is a not-for-profit, 25-bed Critical Access Hospital serving all of Calaveras County, California. Over 300 employees provide the necessary services.

The hospital's services include 24-hour Emergency Services; Inpatient/Outpatient Surgery; Intensive Care Unit; Medical and Surgical Units; General X-ray, Ultrasound, Mammography, CT Scan, MRI and Nuclear Medicine; Respiratory Therapy Services; Cancer/Infusion Center; Orthopedic Center, Gastroenterology Center, Physical Therapy Services; Inpatient Skilled Rehabilitation; Full Service Clinical Lab; Cardiac & Pulmonary Rehabilitation; and Health Education.

Rooted in Dignity Health's mission, vision and values, Mark Twain Medical Center is dedicated to improving community health and delivering community benefit with the engagement of its Center's Health Care Corporation Board of Trustees, Medical Staff Leadership, and Hospital Leadership. The board and committee are composed of community members who provide stewardship and direction for the hospital as a community resource.

Each year the Mark Twain Medical Center's Health Care Corporation Board of Trustees, Medical Staff Leadership, and Hospital Leadership help to develop the Community Benefit Plan as part of the annual Strategic Planning process. This process takes into consideration the most current Community Health Needs Assessment, the needs prioritized by the community, and through a process that includes consideration of the organization's Mission, Vision and Values develops strategies and goals for the upcoming years. Hospital leadership then develops tactics to meet these goals and dedicates the resources during the budgetary process and program design. Performance measurements and accountabilities are established.

The Mark Twain Health Care District Board of Directors is comprised of five local elected officials who are responsible for ensuring that appropriate healthcare services are provided to the community. The Mark Twain Medical Center Health Care Corporation Board of Trustees is responsible for governance oversight of hospital operations through a management agreement with Dignity Health.

Mark Twain Medical Center's community benefit program includes financial assistance provided to those who are unable to pay the cost of medically necessary care, unreimbursed costs of Medicaid, subsidized health services that meet a community need, and community health improvement services. Our community benefit also includes monetary grants we provide to not-for-profit organizations that are working together to improve health on significant needs identified in our Community Health Needs Assessment. Many of these programs and initiatives are described in this report.



## DESCRIPTION OF THE COMMUNITY SERVED

Calaveras County is approximately 130 miles east of San Francisco, 60 miles southeast of Sacramento, and 50 miles east of Stockton. The total population is about 44,000 with an area of 1,008 square miles. Our only incorporated city, the Angels Camp, has a population of about 5,400.

Our county geography begins near sea-level in the west with oak-dotted rolling hills, changes to mixed evergreens and oak forests, then dramatic stands of gigantic trees, and culminates near 8,200 feet in the eastern part of the county with evergreens growing among granite boulders of the Sierra Nevada Range. Major rivers, the Mokelumne and the Stanislaus, form borders north and south.

In Calaveras County, the poorest residents have been severely impacted by the recession, the Butte Fire and the elimination of programs and services that local governments are no longer able to fund. The growing gap in needed services has placed at risk the health of hundreds of underserved individuals and families who are now turning to emergency departments for basic non-acute medical services because they have lost or lack a primary care provider. Our 5 Family Medical Centers (rural health clinics) help to fill this gap. However, it is still estimated that 23% of the visits to the ED are for non-emergent care.

Access to care for these patient populations requires collaborative problem solving at the community level. Not-for-profit health providers must work together to leverage resources and maximize health assets in innovative ways to restore what has been lost, enhance what still exists and ensure sustainable health programs and services are developed and available over the long-term to the populations that need them the most. Community-based collaboration has been and will be a priority and will continue to drive community benefit efforts in the future. It has become more important for community stakeholders to work in partnerships to maximize the limited resources that are available.

The population (2016) of Calaveras County was 44,668, down from a high of 44,932 in 2013. Other demographics include:

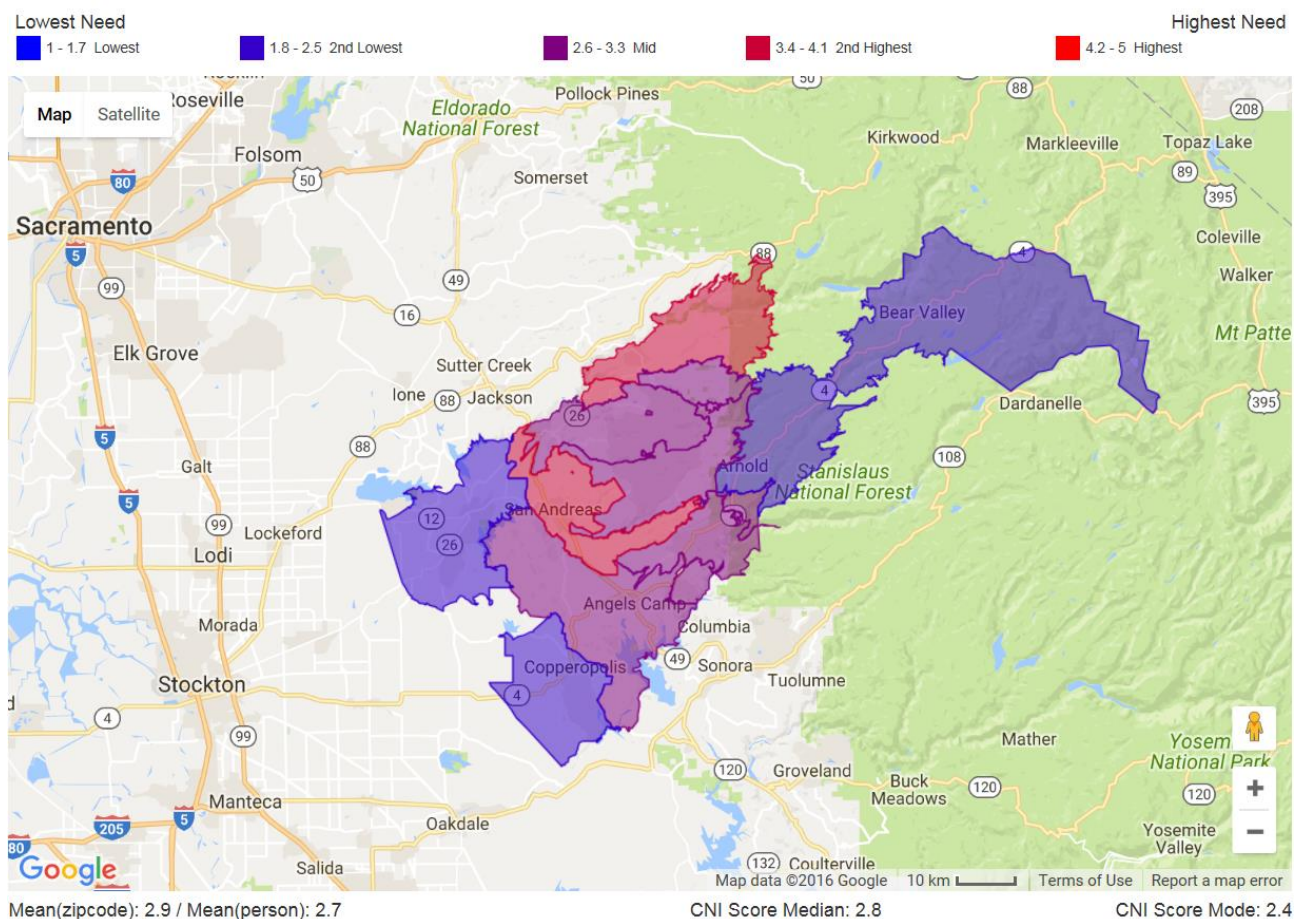
- The population by ethnic group is 81.4% White, 11.8% Hispanic, 1.6% Asian, 0.9% Black and 4.3% Other.
- Median household income is \$59,869
- Uninsured is 5.4%
- Unemployment is 6.5%
- No High School Diploma is 7.5%
- CNI Score is 2.8%
- Medicaid population is 24.8%

Calaveras County is a Health Professional Shortage Area (HPSA) and portions of the County are Medically Underserved Areas (MUA). Besides Mark Twain Medical Center and its five ambulatory care centers, and four specialty care centers, the following facilities and resources are available:

- Convalescent Hospital
- Assisted Living
- Community Clinics
- Children Services
- Home Health Care
- Hospice
- Mental Health
- Drug & Alcohol Abuse Services
- Support Groups & Services
- Transportation

## Community Need Index (CNI)

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and Truven Health Analytics. The CNI analyzes data at the zip code level on five factors known to contribute or be barriers to health care access: income, culture/language, education, housing status, and insurance coverage. Scores from 1.0 (lowest barriers) to 5.0 (highest barriers) for each factor are averaged to calculate a CNI score for each zip code in the community. Research has shown that communities with the highest CNI scores experience twice the rate of hospital admissions for ambulatory care sensitive conditions as those with the lowest scores. The hospital's median CNI Score of 2.8 falls in the middle range.



Zip Code	CNI Score	Population	City	County	State
95222	2.8	5407	Angels Camp	Calaveras	California
95223	2.4	5102	Arnold	Calaveras	California
95228	2.4	4323	Copperopolis	Calaveras	California
95232	3.4	320	Glencoe	Calaveras	California
95245	2.8	2490	Mokelumne Hill	Calaveras	California
95246	3	1697	Mountain Ranch	Calaveras	California
95247	2.6	4745	Murphys	Calaveras	California
95249	3.4	3614	San Andreas	Calaveras	California
95251	2.6	180	Vallecito	Calaveras	California
95252	2.4	14609	Valley Springs	Calaveras	California
95255	3.6	1730	West Point	Calaveras	California
95257	3.2	451	Wileysville	Calaveras	California

## **COMMUNITY BENEFIT PLANNING PROCESS**

The hospital engages in multiple activities to conduct its community benefit and community health improvement planning process. These include, but are not limited to: conducting a Community Health Needs Assessment with community input at least every three years; using five core principles to guide planning and program decisions; measuring and tracking program indicators; and engaging hospital leadership and other stakeholders in the development of the annual community benefit plan.

MTMC'S Hospital Leadership oversees community benefit activities for the hospital as it strives to meet the health and wellness needs of the local community. Several members of Mark Twain's senior and middle management team serve the community on a variety of community-based not-for-profit Boards, such as Children and Families Commission, Habitat for Humanity, Soroptimist International, Economic Development Corporation, local Churches and Chamber of Commerce to name a few. In addition, most employees have linkages to various service organizations throughout the communities. Community involvement is evidenced by participation of local business and community leaders in the Hospital's Governing Boards, Finance Committee, Ethics Committee and our Parish Nurse Advisory Committee.

### **Community Health Needs Assessment Process**

A Community Health Needs Assessment was conducted in 2014, as required by State law (SB697) and the federal Affordable Care Act. The needs assessment is a primary tool used by the hospital to determine its community benefit plan, which outlines how the hospital will give back to the community in the form of health care and other community services to address unmet community health needs.

This assessment incorporates components of primary data collection and secondary data analyses that focus on the health and social needs of the MTMC Service Area, which encompasses the cities, towns and communities of Calaveras County that include 22 zip code areas. Targeted interviews were used to gather primary data and opinions from members of the MTMC community. For the interviews, community leaders were contacted and asked to participate in the needs assessment. Secondary data was collected from a variety of sources, including but not limited to: the U.S. Census Bureau; federal, state, and local government agencies; health care institutions; and online databases.

A complete description of CHNA methods, data and community input taken into account for the assessment are in the full report. Both the CHNA executive summary and the entire 2014 report can be found online at [marktwainmedicalcenter.org](http://marktwainmedicalcenter.org) under the 'Community Benefits' section.

## **CHNA Significant Health Needs**

A few of the significant health needs for Calaveras County that were identified in 2014 and continue to be of great need in our community are; Poor Access to Primary and Preventive Care, High Prevalence of and Disparities in Chronic Health Conditions, and Low participation for child immunizations and high child obesity rate.

Among the key findings of the 2014 CHNA were:

- 33% of Calaveras County students were overweight or obese in 2010, slightly lower than California overall at 38%.
- The percentage of adults with diabetes is 7.8% and 8.4% in the rest of the state.
- One-third of residents reported that they had been diagnosed with high blood pressure.
- 19% of individuals in Calaveras County from ages 5 to 17 have a disability, compared to the state level of 10%.
- Limited services and service providers make it difficult to access mental health, obstetrical and specialty care services.
- The percentage of Calaveras County kindergartners with all required immunizations was 78% in 2012-2013, compared to the 90% state average.
- There is a lack of mental health services in the county.
- Suicides are increasing at 25.2% over the state average of 10.2% per 100,000 populations.

## **Social Demographic Issues**

- The area reflects an aging population with approximately 63% of the population over the age of 40, much higher than in the state at 44%.
- A declining economy is impacting the community by increased joblessness, decreases in employer-based health insurance, higher costs for transportation and decreased availability of affordable housing.
- The median household income was \$55,295 compared to the state median income of \$61,094
- Persons below the federal poverty level were 10.9%.
- Home ownership rate was 78.4%.
- A lack of health care providers in Calaveras County (primary care, mental health, specialists) negatively impacts access to care and requires residents to travel outside of the county to obtain services.
- 1 in 558 houses in Calaveras County was in foreclosure in December 2013.
- Less than one-third of working parents have access to child care in Calaveras.
- Smoking among adults and teens is a concern.

Throughout the community are important resources that everyone can benefit in times of need. Mark Twain Medical Center published a Community Resources brochure for residents to keep handy at home and in the car. The organizations in this brochure work with us to provide Community Resources that can make a difference.

The County's Resource Connection and the Mark Twain Health Care District have reviewed the assessment and have developed their own strategies to effect change, in addition to the hospital's Community Benefit plan. In this way, the CHNA report is a countywide resource.

## Creating the Community Benefit Plan

As a matter of Dignity Health policy, the hospital's community benefit programs are guided by five core principles. All of our initiatives relate to one or more of these principles:

- **Focus on Disproportionate Unmet Health-Related Needs:** Seek to address the needs of communities with disproportionate unmet health-related needs.
- **Emphasize Prevention:** Address the underlying causes of persistent health problems through health promotion, disease prevention, and health protection.
- **Contribute to a Seamless Continuum of Care:** Emphasize evidence-based approaches by establishing operational linkages between clinical services and community health improvement activities.
- **Build Community Capacity:** Target charitable resources to mobilize and build the capacity of existing community assets.
- **Demonstrate Collaboration:** Work together with community stakeholders on community health needs assessments, health improvement program planning and delivery to address significant health needs.

The priorities decided upon for the hospital's focus include chronic conditions as well as the future establishment of a mobile health clinic for the underserved populations in the more rural West county area where access to care is an issue, continuing support for Health Fairs in all communities, and continued support of the Resource Connection's Food Bank which helps to fill an unmet nutrition need, including childhood obesity.

MTMC'S leadership oversees the development of the community benefit implementation plan for the hospital as it strives to meet the health and wellness needs of the local community. Community involvement is evidenced by participation of local business and community leaders in the Hospital's Governing Boards, Finance Committee, Ethics Committee and Patient Advisory Committee.

Working with the Mark Twain Healthcare District Board of Directors and other community stakeholders, the Community Needs Assessment was reviewed and discussed. Priorities were identified. Specific factors considered in this process included the target population, location of target population, severity of the problem, resources currently available, available community partners, etc. Partnerships also discussed how the identified health issues can be addressed and if a vulnerable population was identified.

The Strategic Plan outlines opportunities in community benefit, community grants, advocacy and social justice.

MTMC Strategic Plan for FY2016 is focused in six areas:

- Patient Loyalty: MTMC will provide outstanding customer service, aspiring to treat those we serve the way they want to be treated.
- Medical Staff Development: MTMC will respond to Medical Staff concerns and needs in a timely manner, pursue initiatives in collaboration with our Medical Staff and ensure the availability of the appropriate complement of providers for those we serve.

- Employee Development: MTMC will encourage and provide for the ongoing development of our employees. We will provide an atmosphere that values our employees and promotes: open communication, competitive wages and benefits; selection and retention of effective, caring personnel; utilization and development of talent throughout the organization; on-going education; and employee recognition.
- Quality: MTMC will develop and maintain a system of continuous improvement which is incorporated into the daily work of every employee and Medical Staff member.
- Services: MTMC will develop appropriate facilities, technology and services to meet the needs of those we serve.
- Financial Stewardship: MTMC will continue to strengthen its financial stewardship and position to enhance our ability to develop new services, obtain needed technology, modernize our facilities, recruit physicians and ultimately ensure long term viability.

## **Planning for the Uninsured/Underinsured Patient Population**

Mark Twain Medical Center seeks to deliver compassionate, high quality, affordable health care and to advocate for those who are poor and disenfranchised. In furtherance of this mission, the hospital offers financial assistance to eligible patients who may not have the financial capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. A plain language summary of the hospital's Financial Assistance Policy is in Appendix C. The amount of financial assistance provided in FY16 is listed in the Economic Value of Community Benefit section of this report.

The hospital notifies and informs patients about the Financial Assistance Policy by offering a paper copy of the plain language summary of the Policy to patients as part of the intake or discharge process. At the time of billing, each patient is offered a conspicuous written notice containing information about the availability of the Policy.

Notice of the financial assistance program is posted in locations visible to the public, including the emergency department, billing office, admissions office, and other areas reasonably calculated to reach people who are most likely to require financial assistance from the hospital. The hospital provides brochures explaining the financial assistance program in registration, admitting, emergency and urgent care areas, and in patient financial services offices.

The Financial Assistance Policy, the Financial Assistance Application, and plain language summary of the Policy are widely available on the hospital's web site, and paper copies are available upon request and without charge, both by mail and in public locations of the hospital. Written notices, posted signs and brochures are printed and available online in appropriate languages.

## **2016 REPORT AND 2017 PLAN**

This section presents strategies, programs and initiatives the hospital is delivering, funding or on which it is collaborating with others to address significant community health needs. It includes both a report on actions taken in FY16 and planned programs with anticipated impacts and measurable objectives for FY17. Programs that the hospital plans to deliver in 2017 are denoted by \*.

The strategy and plan specifies planned activities consistent with the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital's limited resources to best serve the community.

### **STRATEGY AND PROGRAM PLAN SUMMARY**

Below are community benefit and community health programs and initiatives operated or substantially supported by the hospital FY16, and those planned to be continued in FY17. In addition, Mark Twain Medical Center partners with others in the community to offer the following:

#### **Poor Access to Primary and Preventive Care**

- For RHC patient population continue to improve provider compliance of primary prevention measures for diabetes management (HgA1C) and enhancement of nutritional counseling. Continue to promote and improve the health status and quality of life of the community by partnering with others and serving the poor and disenfranchised.
  - Continue to work with the HealthCare District and other community stakeholders to review the 2014 Community Needs Assessment and identify the key issues to maximize the quality of the health initiatives.
- Evaluate opportunities for health improvement / addressing the health care needs of the elderly.
  - Re-admission rates at target
  - Participation in Chronic Disease Management classes increased by 10% by FYE 2016
  - HEDIS rates for HgA1C rates in RHCs

#### **High Prevalence of and Disparities in Chronic Health Conditions**

- Reduce health disparities by addressing diabetes, COPD, and CHF among the general population with disproportionate unmet health-related need.
  - Continue to collaborate with Public Health on community education.
  - Enhance participation in Chronic Disease Management classes by 10% by FYE 2017 (baseline FYE16)

## **Anticipated Impact**

The anticipated impacts of specific, major program initiatives, including goals and objectives, are stated in the program digests on the following pages. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to care; and help create conditions that support good health. The hospital is committed to monitoring key initiatives to assess and improve impact. The hospital executive leadership, Community Board, and Dignity Health receive and review program updates. The hospital creates and makes public an annual Community Benefit Report and Plan, and evaluates impact and sets priorities for its community health program by conducting Community Health Needs Assessments every three years.

## **Planned Collaboration**

This community benefit plan specifies significant community health needs that the hospital plans to address in whole or in part, in ways consistent with its mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in other community assets and resources directed to those needs may merit refocusing the hospital's limited resources to best serve the community.

In FY16, Mark Twain Medical Center took numerous actions to help address identified needs. To address two of the more prevalent chronic care needs of the community, MTMC will continue to focus on providing education and instruction for the Congestive Heart Failure/Chronic Obstructive Pulmonary Disease and Diabetes Education programs. The goal of these programs is to improve quality of life for participants by increasing their self-efficacy and avoiding hospital admissions.

For FY2017, Mark Twain Medical Center has also identified five key community benefit programs. Significant efforts and resources will be focused with the expectation of clear and measurable outcomes.



## Program Digests

The following pages include program digests describing key programs and initiatives that address one or more significant health needs in the most recent CHNA report. The digests include program descriptions and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

Priority Focus Area	Program Outcomes	Possible Evaluation Measures
<b><i>Primary Prevention - Altering susceptibility or reducing exposure for susceptible individuals:</i></b>		
Medical Centers - Community Clinics	Increased rates of immunization/vaccination	Clinic clients/encounters. Decreased incidents of illness; decreased admissions and/or length of hospital stay for flu/pneumonia.
Diabetes Education/Management	Change in awareness, knowledge, attitudes and skills.	Increase in awareness, knowledge, attitudes, and skill development or acquisition.
Heart Disease Management	Decrease in utilization rates for chronic diseases.	Increased health outcomes, decreased admissions and/or length of hospital stay.
Pulmonary Disease Management	Decrease in utilization rates for chronic diseases	Increased health outcomes, decreased admissions and/or length of hospital stay.
<b><i>Healthcare Access/Reform:</i></b> Enhance geographic access for Medi-Cal and Healthy Families	Access to healthcare services	Access to care in the county is further supported by five MTMC's Clinics and four Specialty Care Centers. Two Health Fairs are offered each year, providing lost cost and free health services.

For FY17, the hospital plans to continue to meet the needs of the community by providing the services listed above.

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs in the most recent CHNA report.

<b>Flu/Pneumonia Immunizations at Health Fairs</b>	
<b>Significant Health Needs Addressed</b>	<input type="checkbox"/> Chronic Conditions <input checked="" type="checkbox"/> Access to Primary Care Services <input type="checkbox"/> Preventive Care Services
<b>Program Emphasis</b>	<input type="checkbox"/> Focus on Disproportionate Unmet Health-Related Needs <input checked="" type="checkbox"/> Emphasize Prevention <input type="checkbox"/> Contribute to a Seamless Continuum of Care <input type="checkbox"/> Build Community Capacity <input type="checkbox"/> Demonstrate Collaboration
<b>Program Description</b>	The hospital supports Health Fairs at three locations throughout the county, including Murphys, Valley Springs and San Andreas. Services provided include flu/pneumonia immunizations.
<b>Planned Collaboration</b>	MTMC collaborates with the Public Health Department and other community organizations.
<b>Community Benefit Category</b>	A2 – Community Based Clinical Services
<b>FY 2017 Planned Action</b>	
<b>Program Goal / Anticipated Impact</b>	Improve access to primary care and preventive services for the residents of the Mark Twain Medical Center service area to sustain or improve health.
<b>Measurable Objective(s) with Indicator(s)</b>	Residents obtaining immunizations at the Health Fairs will have decreased incidents of illness; decreased admissions and/or length of hospital stay for flu/pneumonia.
<b>Baseline / Needs Summary</b>	For FY 2016, over 1,200 persons received flu/pneumonia vaccines at the MTMC'S Health Fairs. This is the baseline.
<b>Intervention Actions for Achieving Goal</b>	Increase marketing about the Health Fairs. Provide additional immunizations in underserved areas with mini health fairs.

<b>Diabetes Management Program</b>	
<b>Significant Health Needs Addressed</b>	<input checked="" type="checkbox"/> Chronic Conditions <input type="checkbox"/> Access to Primary Care Services <input type="checkbox"/> Preventive Care Services List the significant health needs in the most recent Community
<b>Program Emphasis</b>	<input type="checkbox"/> Focus on Disproportionate Unmet Health-Related Needs <input checked="" type="checkbox"/> Emphasize Prevention <input type="checkbox"/> Contribute to a Seamless Continuum of Care <input type="checkbox"/> Build Community Capacity <input type="checkbox"/> Demonstrate Collaboration
<b>Program Description</b>	The Diabetes Self-Management Education (DSME) program started in August, 2012 and is conducted by a Certified Diabetes Educator/Registered Dietitian who provides patient education within the hospital's service community of Calaveras County. Patient assessments, consultations and education occur at MTMC's Family Medical Centers (five locations within Calaveras County) to increase outreach and access. Self-management topics include, but are not limited to: Diabetes Overview, Monitoring, Physical Activity, Healthy Eating, Meal Planning, Problem Solving, and Reducing Risks.
<b>Planned Collaboration</b>	Local Medical Providers and the Public Health Department are the catalyst to provide outreach
<b>Community Benefit Category</b>	A2 – Community Based Clinical Services
<b>FY17 Planned Action</b>	
<b>Program Goal / Anticipated Impact</b>	Certified Diabetes Educator Consultant contracted to provided diabetes education to patients within the communities of Calaveras County through referrals from practitioners. Patient consultations/education occur at MTMC's Family Medical Centers (five locations within Calaveras County) to increase outreach and access. Including working with Public Health.
<b>Measurable Objective(s) with Indicator(s)</b>	Fifty percent of the participants or greater who received Diabetes Self-Management Education (DSME) will avoid diabetes-related admissions to the hospital or emergency department for the three months following their participation in the program.
<b>Baseline / Needs Summary</b>	Building new baseline for FY2017 by tracking the number of total patients participating in our DSME program;
<b>Intervention Actions for Achieving Goal</b>	<p>Certified Diabetes Educator providing Diabetes Self-Management Education to parents through individual consultation and group classes. Self-Management topics include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Diabetes overview</li> <li>• Monitoring</li> <li>• Physical Activity</li> <li>• Medications</li> <li>• Healthy Eating</li> <li>• Carbohydrate Counting</li> <li>• Meal Planning</li> <li>• Problem Solving</li> <li>• Reducing Risks</li> </ul> <p>Data collected will aid in evaluating the effectiveness of our DSME program to help determine areas for growth and improvement for the next fiscal year.</p>

<b>Chronic Heart Disease and Pulmonary Disease Management</b>	
<b>Significant Health Needs Addressed</b>	<input checked="" type="checkbox"/> Chronic Conditions <input type="checkbox"/> Access to Primary Care Services <input type="checkbox"/> Preventive Care Services
<b>Program Emphasis</b>	<input checked="" type="checkbox"/> Disproportionate Unmet Health-Related Needs <input checked="" type="checkbox"/> Primary Prevention <input checked="" type="checkbox"/> Seamless Continuum of Care <input type="checkbox"/> Build Community Capacity <input type="checkbox"/> Collaborative Governance
<b>Program Description</b>	Residents of the community have a high mortality and morbidity rate from chronic diseases such as COPD and CHF.
<b>Planned Collaboration</b>	Mark Twain Medical Center initiated a heart disease management program to help improve health outcomes and decrease admissions and/or length of hospital stay for persons with CHF or COPD.
<b>Community Benefit Category</b>	A1 – a Community Health Education – Lectures/Workshops
<b>FY17 Planned Action</b>	
<b>Program Goal/ Anticipated Impact</b>	Work with local providers to identify class participants. Begin classes.
<b>Measurable Objective(s) with Indicator(s)</b>	MTMC will be enhancing Cardiac Services with the addition of the fulltime Cardiologist and Specialty Care Center. MTMC will team up with Calaveras County Public Health to decrease the readmission rates among vulnerable population.
<b>Baseline/Needs Summary</b>	Working in partnership with CCPH to create a framework for resources to be offered to the community. Attending monthly interdisciplinary meetings as we build up the references and resources needed to educate the community.
<b>Community Benefit Category</b>	A1. Community Health Education

## ECONOMIC VALUE OF COMMUNITY BENEFIT —

9/30/2016

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Complete Summary - Classified Including Non Community Benefit (Medicare and Bad Debt)

For period from 7/1/2015 through 6/30/2016

	Persons	Total Expense	Offsetting Revenue	Net Benefit	% of Org Expenses
<b><u>Benefits for Vulnerable</u></b>					
Financial Assistance	842	193,422	0	193,422	0.3
Medicaid	28,081	18,900,983	10,203,600	8,697,383	12.6
<b>Community Services</b>					
A - Community Health Improvement Serv	818	266,605	0	266,605	0.4
E - Cash and In-Kind Contributions	0	124,870	0	124,870	0.2
G - Community Benefit Operations	0	41,401	0	41,401	0.1
<b>Totals for Community Services</b>	<b>818</b>	<b>432,876</b>	<b>0</b>	<b>432,876</b>	<b>0.6</b>
<b>Totals for Vulnerable</b>	<b>29,741</b>	<b>19,527,281</b>	<b>10,203,600</b>	<b>9,323,681</b>	<b>13.5</b>
<b><u>Benefits for Broader Community</u></b>					
<b>Community Services</b>					
A - Community Health Improvement Serv	68	136,601	0	136,601	0.2
E - Cash and In-Kind Contributions	451	285,968	0	285,968	0.4
F - Community Building Activities	0	670	0	670	0.0
<b>Totals for Community Services</b>	<b>519</b>	<b>423,239</b>	<b>0</b>	<b>423,239</b>	<b>0.6</b>
<b>Totals for Broader Community</b>	<b>519</b>	<b>423,239</b>	<b>0</b>	<b>423,239</b>	<b>0.6</b>
 <b>Totals - Community Benefit</b>	 <b>30,260</b>	 <b>19,950,520</b>	 <b>10,203,600</b>	 <b>9,746,920</b>	 <b>14.2</b>
 <b>Medicare</b>	 <b>30,874</b>	 <b>31,118,621</b>	 <b>24,649,947</b>	 <b>6,468,674</b>	 <b>9.4</b>
 <b>Totals with Medicare</b>	 <b>61,134</b>	 <b>51,069,141</b>	 <b>34,853,547</b>	 <b>16,215,594</b>	 <b>23.6</b>
 <b>Totals Including Medicare and Bad Deb</b>	 <b>61,134</b>	 <b>51,069,141</b>	 <b>34,853,547</b>	 <b>16,215,594</b>	 <b>23.6</b>

Mark Twain Medical Center uses a cost accounting methodology to record community benefit expenses.

## **APPENDIX A: COMMUNITY BOARD AND COMMITTEE ROSTERS**

### **BOARD OF TRUSTEES**

#### **MARK TWAIN MEDICAL CENTER HEALTHCARE CORPORATION**

Dr. William Griffin – Chairman, Radiologist

Linn Reed – Trustee, Occupational Rehabilitation Therapist

Dave Woodhams – Treasurer, Orthodontist

Ken McInturf – Trustee, Retired

Katherine Medeiros – Secretary, Hospital President/CEO

Cindy Holst – Trustee, Dignity Health Senior Director, Market and Business Intelligence

Dr. Dean Kelaita – Trustee, Physician

We wish to acknowledge the committed staff of Mark Twain Medical Center and all of those individuals serving on the Steering Committee, whose commitment of time, resources, and expert counsel have guided our 2014 community health needs assessment.

- Mark Campbell, Superintendent, Calaveras Unified School District
- Daymon Doss, Chief Operating Officer, Mark Twain Health Care District
- Kathryn Eustis, Director, Youth Development and Prevention Programs Calaveras County Office of Education
- Jeannie Hayward, Director, The Resource Connection Food Bank
- Gary Kuntz, Calaveras County Sheriff
- Joyce Peek, Director, First 5
- Joan Mazzetti, Health Education Manager, Calaveras Health and Human Services Agency
- Kathy Northington, Superintendent, Calaveras Office of Education
- Maro Quintero, Calaveras County Assistant District Attorney
- Mary Sawicki, Director, Calaveras Health and Human Services Agency
- Dave Seawell, Sergeant, Calaveras County Sheriff's Office
- Barbara Yook, Calaveras County District Attorney

## APPENDIX B: OTHER PROGRAMS AND NON-QUANTIFIABLE BENEFITS

The hospital delivers a number of community programs and non-quantifiable benefits in addition to those described elsewhere in this report. Like those programs and initiatives, the ones below are a reflection of the hospital's mission and its commitment to improving community health and well-being.

**Health Fairs (Free Admission)** – Throughout the year, Mark Twain Medical Center is involved with many Health Fairs. Community Service Organizations attend the health fair and provide community education and service to those in attendance. Cholesterol Screening, Blood Pressure Checks, Bone Density Studies and Health Education are just a few of the services provided.

In September, MTMC'S conducted its 17th Annual Fall Health Fair on the hospital campus. Over 60 informational booths featured health, exercise, wellness, childcare, safety, traditional and alternative medicine, health foods, quality of life and recreation. Free Cholesterol and Osteoporosis screenings and Blood Pressure Checks were conducted, as well as flu (367) and pneumonia vaccinations. Over 300 blood draws/tests were provided at a discounted price. In March 2016, MTMC'S conducted its 6th Annual Spring Health Fair at Ironstone Vineyards to accommodate the residents along the Highway 4 Corridor. Although not as large as our Fall Health Fair, it has grown dramatically in its four years.

**Financial Assistance** – Our Financial Assistance expense in FY2016 amounted to \$193,422. 842 persons benefited, and there were 28,081 visits from our traditional Financial Assistance, Unpaid Costs of Medi-Cal and Medicare and other Public Programs.

**Breast Cancer Early Detection Program** – Mark Twain Medical Center participates in the California State funded Breast Cancer Early Detection Program (BDECP) as a provider of clinical services and advanced diagnostics. Staff physicians and the hospital reach out to women over 40 who, because of financial or insurance limitations, are not able to receive annual breast exams and mammograms. Actual number of participants is not tracked by MTMC.

**Medication Vouchers** – Without having access to proper medication at home, patients would need to remain hospitalized. This program provides medication vouchers to inpatients who cannot afford needed medications. The total benefit for this service in FY2016 was \$9,213.

**Immunizations** – Annual vaccination against influenza is the primary means for minimizing serious adverse outcomes from influenza virus infections. These infections result in approximately 20,000 deaths and 110,000 hospitalizations per year in the United States. The amount of trivalent inactivated influenza vaccine produced for distribution in the United States has increased substantially. During FY2016, over 1,200 influenza vaccinations were administered. Donations were accepted, but not required. Starting in 2007, the hospital began to offer pneumonia vaccinations at their annual Fall Health Fair and now offer them at all Health Fairs.

**Mark Twain Medical Center's Rural Health Clinics** - Five Federally-qualified Rural Health Clinics strategically located in remote communities of Calaveras County. Visitors to these centers are provided primary healthcare services, and provide information about the additional needs and services that are important to their community.

**Mark Twain Medical Center sponsors healthy heart activities at County Fair -**

Mark Twain Medical Center (MTMC) teamed up with the American Heart Association to help provide a heart healthy focus at the Calaveras County Fair. MTMC staff also assisted in demonstrating CPR at the event.

**Teddy Bear Clinic** – This annual activity brings all of the kindergartners in Calaveras County to our hospital to learn more about what happens at a hospital. The children are taken on a tour of the hospital and visit several departments where they can diagnose their “teddy bear wellness patient.” The purpose of the clinic is to reduce some of the apprehension about the hospital and to remind the children that we are not always about pain and shots. The event also includes health promotion education for the children.

**Mini-Health Fairs** – A series of mini-health fairs were conducted in the community. Partnerships with the Music in the Parks, sponsored by the Calaveras County Arts Council; the Farmer’s Market, sponsored by the Angels Camp Business Association; and the First Friday Concerts, hosted by the Murphy’s Community Club, all provided venues for the Fairs. The Fairs include health information, blood pressure checks, strength testing, advice from nurse/mid-level, etc. We also participated in an employee health fair at Black Oak Casino in neighboring Tuolumne County to provide health information to their 400+ employees.

**American Heart Association** – For this report, 360 persons benefited from our Basic Cardiac Life Support classes to community members and medical personnel. Partners included the San Andreas and Copperopolis Fire Departments.

**Baby Sitting Basics** – 32 boys and girls from ages 11-15 attended this class to educate our youth to responsibly care for young children.

**Disaster Preparedness** – During the year, over 400 persons in Calaveras County participated in communications workgroups and educational classes to coordinate communications between Public Safety, Public Health and MTMC. Partners include law enforcement, Fire, EMS, EMSA, Public Health and EMA. The goal is to improve processes and coordinate technologies for emergency service organizations.

**Pink In The Night** – This is a Cancer awareness group providing education to persons who have experienced a breast cancer related illness. There is also an annual lighting ceremony where over 500 persons are in attendance including all area junior football teams. Various businesses in Calaveras County are provided strings of pink light bulbs which are kept on throughout October. In 2016, 60 watt bulbs were distributed to residences promoting the awareness of early breast cancer detection. The light bulbs are provided through the Mark Twain Health Care District.

**Blood Pressure Checks** – Free Blood Pressure Checks are always offered at the five Medical Centers and the Hospital. Blood Pressure Checks are also conducted at various community events throughout the county.



**Take It To Heart** - For the eighth year in a row, the Soroptimist International of Calaveras County joined MTMC to offer free comprehensive cholesterol tests to all Calaveras County women during February. A total of 218 cholesterol tests were provided in this program. MTMC, The American Heart Association and Soroptimist also held a first annual 'Red Shoe Stroll' 5k Fun/Run with over 40 participants.

**Sponsorships and Donations** - As a member of the community, Mark Twain Medical Center responds to requests for direct funding and goods and services to support community organizations and activities such as Grad Nite, Relay for Life, Youth Programs, and Habitat for Humanity, Cancer Support Group, etc.

**Community Health Education Center** - Calaveras County suffers from a scarcity of meeting rooms. MTMC'S provides meeting room space in the Community Health Education Center at no cost to health and community related groups as our schedule permits.

**Diabetes Education** – Diabetes touches every family. It is the leading cause of blindness among adults ages 20 to 74, and is the sixth leading cause of death in America. Education is the key factor to managing Diabetes. Our commitment is to provide the skills and techniques needed to self-manage the disease. Monthly one-on-one classes are provided to the community, serving about 428 people.

**Community Health Education Substance Abuse** – Collaborative between the Calaveras County Health Services Agency, Mark Twain Medical Center and the Calaveras County Office of Education. The vision is to have a community free from substance abuse through better education.

**Calaveras County Chronic Disease Self-Management Program** - Collaborative between the Calaveras County Health Services Agency, Mark Twain Medical Center, and various agencies. Both the walk and the six-week workshop are projects funded through the Center for Disease Control and Prevention as part of the Community Transformation Initiative. Calaveras County was one of 12 rural California counties to receive grant funding to improve rural health disparities in key preventative areas – reducing exposure to second-hand smoke, facilitating healthy communities through reduced consumption of sugary-sweetened beverages and safe walking routes and the provision of increased clinical and community preventive services. Calaveras County Public Health Department and 11 other rural counties in California are receiving grant funds through the Affordable Care Act to improve the health and well-being of the community and to prevent chronic disease. Examples are high blood pressure, diabetes, depression, high cholesterol, unhealthy weight, and arthritis. The work is focused on change in the environment where we live, work, and play and pray. In partnership with local schools, students, service agencies, the faith community and community residents, the Calaveras County Public Health Department is working in four areas. "By reducing exposure to tobacco smoke in apartments, encouraging physical activity through healthy and safe communities, increasing healthy drink choices, and promoting skills to help manage chronic conditions, we can reach the goal to make healthy choices the easy choices in Calaveras County," Dr. Kelaita, County Health Officer.

**Children and Families Master Plan** – Includes Mark Twain Medical Center, Human Resources Council and the Calaveras County Health Services Agency as the lead agent. The goal is to train community advocates for the underserved children of our communities.

## APPENDIX C: FINANCIAL ASSISTANCE POLICY SUMMARY

Mark Twain Medical Center seeks to deliver compassionate, high quality, affordable health care and to advocate for those who are poor and disenfranchised. In furtherance of this mission, the hospital offers financial assistance to eligible patients who may not have the financial capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. A plain language summary of the hospital's Financial Assistance Policy is in Appendix C. The amount of financial assistance provided in FY16 is listed in the Economic Value of Community Benefit section of this report.

The hospital notifies and informs patients about the Financial Assistance Policy by offering a paper copy of the plain language summary of the Policy to patients as part of the intake or discharge process. At the time of billing, each patient is offered a conspicuous written notice containing information about the availability of the Policy.

Notice of the financial assistance program is posted in locations visible to the public, including the emergency department, billing office, admissions office, and other areas reasonably calculated to reach people who are most likely to require financial assistance from the hospital. The hospital provides brochures explaining the financial assistance program in registration, admitting, emergency and urgent care areas, and in patient financial services offices.

The Financial Assistance Policy, the Financial Assistance Application, and plain language summary of the Policy are widely available on the hospital's web site, and paper copies are available upon request and without charge, both by mail and in public locations of the hospital. Written notices, posted signs and brochures are printed and available online in appropriate languages.

**Mark Twain** -- 768 Mountain Ranch Rd, San Andreas, CA 95249 | Financial Counseling 209-754-2622  
Patient Financial Services 866-397-9272 | [www.dignityhealth.org/marktwainmedical/paymenthelp](http://www.dignityhealth.org/marktwainmedical/paymenthelp)